


16 November 1979

MEMORANDUM FOR: Director of Personnel

STATINTL FROM:


Administrative Officer, DCI


SUBJECT: Comments on the NAPA Project Group Report

1. Mr. Silver, the recently-selected Chairman of the "E" Career Service, has asked the undersigned to author the following comments. Mr. Silver understandably finds himself as yet insufficiently knowledgeable about the "E" Career Service and its workings. He has read what follows, however, and to the extent that he does understand the system, he agrees in principle with the thrust of these remarks.

2. This memorandum contains reactions and comments concerning the recommendations made by the NAPA Project Working Group. We will be limiting our comments to three general areas which have the most relevance to this Service:

- a. The "E" Career Service.
- b. Agency evaluation panels and their functions.
- c. The role of component Personnel Officers.

3. The "E" Career Service (tab H):

The Working Group's assessment of the "E" Career Service, its uniqueness, its variety of problem areas without ready solutions, and its dissimilarity to other Career Services in this Agency is well taken and has been our feeling all along. Equally important, however, is the obligation to administer this group of  people in similar fashion with all others in the Agency. There is indeed, in our view as well, no suitable alternative to having a Career Service for "E" Careerists. Within the Career Service format, we can ensure equitable treatment. We therefore endorse completely the recommendation to, "retain the "E" Career Service but with more professional "E" career positions being staffed by officers on rotational assignment".

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4. Agency Evaluation Panels and their Functions:

a. Competitive Evaluation Panels (tab N):

We disagree with recommendation A to "approve the concept of journeyman level grade and establish job standards related to it". Frankly, this appears to defeat a proven Agency personnel philosophy of "rank in the person" versus rank in the position. We equally disagree with recommendation B, i.e., "provide line managers the authority to promote individuals at the level of journeyman". Due to the nature and functions of the different offices within the DCI Area, it is difficult to find a journeyman level in any of the Independent Offices, save possibly the Audit Staff. Therefore, these two recommendations have no applicability to this Service. As a general reaction, it would appear to us that this concept is retrogressive in that it is likely to resurrect in time an "old boy", favoritism network into the Agency at a time when we had hoped to eliminate it as fostering unfair promotional opportunities.

b. Decision-making Roles of Panels (tab O):

We concur in the recommendation, "establish the role of panels as advisory to the Heads of Career Services and Subgroups ("E" Career Service additional comment: "Independent Offices" should be inserted here); and concur in recommendation B to, "require exceptions to panel promotion recommendations through GS-15 be fully documented as to the reasons, approved at the Directorate or Independent Office level, reported to the panel concerned, and submitted to the Director of Personnel". By adopting these two recommendations, we feel that the Career Service Heads will now be re-given an opportunity to review panel findings with a privilege to modify them, admittedly and with our agreement, only when that senior officer is willing to document the issue substantively and have it stand the scrutiny and review of the Director of Personnel.

c. Evaluation Panel Functions (tab P):

We endorse recommendations A through D concerning the guidance to Career Services, definitions of panel functions, removal of descriptors and a review of the value of numerical ranking.

d. Uniform Precepts for Panels (tab Q):

We endorse the recommendation to "have Heads of Career Services develop...uniform guidance to and precepts for panel operations".

5. The Role of Component Personnel Officers (tab E):

We strongly endorse recommendations A and B to, "have the component manager clearly define in the Advance Working Plan the role expected from the component Personnel Officer...", and "have the Director of Personnel clearly define in supplemental guidance..., the panel role expected from Personnel Officers".



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